DCMC
CUSTOMER SATISFACTION PLAN

"ONE COMMAND, ONE FOCUS....
CUSTOMER FOCUS"

DCMC
<u>Customer Satisfaction Plan FY 99 through FY 2000</u>

DCMC
Customer Satisfaction Plan

I. Purpose and Scope

Purpose and Scope

The DCMC Customer Satisfaction Plan complies with the provisions of the Government Performance and Results Act, and supports the DLA Strategic Plan. The DCMC Customer Satisfaction Plan incorporates strategies that describe how DCMC assesses, promotes and enhances customer relations. The plan evaluates customer survey instruments and tools used to obtain customers satisfaction data.

The primary thrust of the Customer Satisfaction Plan is to:
- Obtain continuous customer feedback on the quality and timeliness of service DCMC provides our customers.
- Measure the relative importance of our products and services to our customer.
- Identify services of importance to our customers today, while anticipating their needs for tomorrow.
- Improve communication and constructive dialogue with our customers.
- Provide meaningful information across all levels of the organization:
  - Identify instant problems that require process improvement.
  - Surface and correct systemic areas of customer dissatisfaction.

Overall implementation of this Plan is the responsibility of the DCMC Customer Support Team (DCMC-PA). Execution of the specific elements of the Plan is the responsibility of the Districts and Contract Administration Offices.
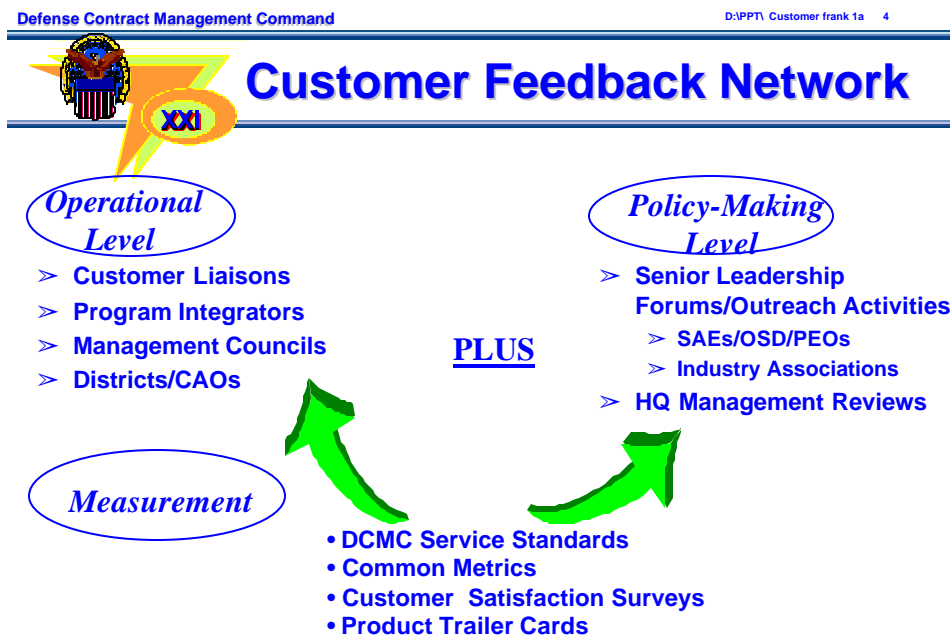
DCMC
Customer Satisfaction Plan

II. Introduction

Introduction

DCMC provides contract management services in support of the Army, Navy, Air Force, DLA, NASA and other Government Agencies and foreign organizations. DCMC employs a number of methodologies to obtain continuous customer feedback on its performance as a service provider to the Nation's warfighter. This includes: face to face, telephonic and written Customer Satisfaction Surveys, individual product satisfaction surveys ("Postcard Trailers"), customer Common Metrics initiative, Lead District concept, Liaison teaming with program offices and other DLA customer service representatives, Program Integrators assigned to ACAT programs and the maintenance of Command-wide customer service Standards. Additionally, the DCMC Executive Team assesses customer satisfaction at the corporate level through visits to OSD, Service Acquisition Executives, Program Executive Officers and senior representatives of our customer's buying activities. The emphasis is on continuous communication and dialogue with our customers regarding the level and quality of support that they receive from the Command.

Each of these customer satisfaction methodologies is illustrated in the chart below.

Defense Contract Management Command   D:\PPT\ Customer frank 1a   4

Customer Feedback Network

XXI

Operational Level
- Customer Liaisons
- Program Integrators
- Management Councils
- Districts/CAOs

PLUS

Policy-Making Level
- Senior Leadership Forums/Outreach Activities
  - SAEs/OSD/PEOs
  - Industry Associations
- HQ Management Reviews

Measurement
- DCMC Service Standards
- Common Metrics
- Customer Satisfaction Surveys
- Product Trailer Cards

Process Improvement & Customer Satisfaction

4

The DCMC Customer Satisfaction Plan supports the DLA Strategic Plan which requires that each Command (DCMC) develop and execute detailed plans and initiatives to accomplish the goals and objectives, and performance measures of the DLA Strategic Plan. The DCMC Customer Satisfaction goals and objectives are covered under Section III below, and the investment goals are covered in Section IV.

The customer satisfaction initiatives documented in this Plan support the DCMC goals and objectives stated in the DCMC Fiscal Year (FY) 99 Business Plan. This Plan is a "Living Document" and will be revised to reflect changes in DCMC's customer satisfaction initiatives and efforts to comply with changes in related DoD and DLA Policy, directives, and guidance. Readers are encouraged to provide comments to Headquarters DCMC –PA for consideration in the FY00 and subsequent DCMC Customer Satisfaction Plans.

DCMC
Customer Satisfaction Plan

III. Goals, Objectives

The DCMC Strategic (Business) Goals are broad-based goals that emphasize customer service, business processes, and the DCMC workforce.

1999 DCMC Strategic (Business) Goals are:

1. Deliver great customer service.
2. Lead the way to efficient and effective business processes.
3. Enable DCMC people to excel.

The following DCMC customer satisfaction goals support one or more of the DCMC Business Goals.

FY 1999 DCMC Customer Satisfaction Goals and Objectives are:

-DCMC Customer Satisfaction Goals

1. Obtain continuous customer feedback on the quality and timeliness of the services DCMC provides our customers. (Customer Phone Surveys)

2. Measure customer satisfaction with key DCMC products and services. (Postcard Trailers)

3. Identify customer critical products and services today, while anticipating their needs for tomorrow. (Customer Liaison Program and Lead District Concept)

4. Educate our customers concerning the value of DCMC products and services in the accomplishment of their mission. (Lead District Concept and Customer Liaison Program)

FY 2000 DCMC Customer Satisfaction Goals are

1. Obtain continuous customer feedback on the quality and timeliness of the services DCMC provides our customers.

2. Measure customer satisfaction with key DCMC products and services.

3. Implement improvements as required in the areas of communication and analysis of customer survey data.
4. Continue to educate our customers concerning the value of DCMC products and services in the accomplishment of their mission.

The objectives below represent the major categories of DCMC customer support initiatives and are linked to the DCMC Customer Satisfaction Goals. The task and initiatives that support the Customer Support Plan objectives are reflected as investment goals for FY 2000.

FY 99 DCMC Customer Satisfaction objectives:

1. Resolve customer dissatisfaction at the lowest appropriate organizational level.

2. Identify and correct systemic problems for resolution and process improvement.

3. Implement changes to the Postcard Trailer program as required based on results of Postcard Trailer pilot test concluding in April 1999.

FY 2000 DCMC Customer Satisfaction objectives:

1. Continue to resolve customer dissatisfaction at the lowest appropriate organizational level.

2. Implement changes to the customer satisfaction process as a result of the Customer Satisfaction Focus Groups review and analysis of the following areas: (See investment goals section IV of the Plan)

   - Understanding and communicating customer reform initiatives and mission priorities.
   - Analyzing and communicating customer survey data results.
   - Improving the customer satisfaction Telephone Survey and Postcard Trailer instruments.
   - Build closer working relations between customer Liaisons and DCMC field offices.

DCMC
Customer Satisfaction Plan

IV. Investment Goals FY 2000

During FY 99 the headquarters and District Support Teams will establish Customer Satisfaction Focus Groups to evaluate and analyze our customer satisfaction survey process and data gathering techniques. Required changes as a result of the focus group analysis will be tested in FY 2000.

The Customer Satisfaction Focus Groups will analyze three important areas to enhance customer satisfaction: (1) develop additional meaningful metrics for PMs and PEOs that communicate the importance of DCMC services, products, insights and oversights, (2) make recommendations directed towards more refined data analysis, (3) look into developing and conducting additional survey questionnaires to elicit useful information in the areas of Earned Value Management and Software Capability Analysis. The primary goal of the focus group(s) is to assist the command in improving and maintaining the highest level of quality products and services for our customers.

Investment Goals FY 2000

Investment Goal #1 - Develop additional metrics for Program Managers and Program Executive Officers that communicate the importance of DCMC service and products.

> **Investment Goal Indicator** – Metrics Guidebook/Computation Reference: N/A - Progress against an established milestone implementation plan.
> **Baseline Performance level** – N/A
> **Powerplay Cube Name**/Other Source of Data – Customer Satisfaction Focus Group and Customer Satisfaction Plan.
> **PLAS Process Code (s)** – 004, 191, 192   One Book Chapters – 5.1.1 & 5.1.2
> **OPR** – DCMC-PA
> **OSR** – DCMDs and CAOs
> **Target Completion Date**: The Customer Satisfaction Focus Group processes reviews – September 30, 1999. Conduct Pilot test changes/modifications to Customer Satisfaction Program as required January 1, 2000.
> **Strategy** – As a result of a Customer Satisfaction Focus Group review of the Customer Satisfaction Program, develop additional meaningful metrics for PMs and PEOs that communicate how important DCMC services, products, and insight can be to their programs.
>
> Why are we doing this?
> > Provide a complementary view of our objective performance measures
> What is the Command strategy?
> > Establish a detailed Customer Satisfaction Plan Monitor progress against the plan
> What is expected of the CAO's?

Provide selected personnel to support the Customer Satisfaction Focus Groups
Follow –up on specific customer input – as required.

Investment Goal #2 –   Refine Customer Satisfaction data analysis

Investment Goal Indicator – Metrics Guidebook/Computation Reference: N/A
Baseline Performance level – N/A
Powerplay Cube Name /Other Source of Data – Customer Satisfaction Focus Groups and Customer Satisfaction Plan.
PLAS Process Code (s) – 004, 191, 192   One Book Chapters – 5.1.1 & 5.1.2
OPR – DCMC-PA
OSR – DCMDs and CAOs
Target Completion Date : On going initiative. Implement changes/modifications to Customer Satisfaction Program as required.
Strategies – Through a Customer Satisfaction Focus Group analysis of the survey data identify what the data is telling us and address those issues. Consider conducting additional surveys in the areas of Earned Value Management and software Capability Analysis.

Why are we doing this?
> Provide a complementary view of our objective performance measures

What is the Command strategy?
> Establish a detailed Customer Satisfaction Plan. Monitor progress against the Plan.

What is expected of the CAO's?
> Provide selected personnel to support the Customer Satisfaction Focus Groups.
> Follow –up on specific customer input – as required.

Investment Goal #3 Publish the Customer Satisfaction Annual Report

Baseline Performance Level- N/A
PowerPlay Cube Name/Other Source of Data- TBD
PLAS Code(s)- 004
One Book Chapter-
OPR- DCMC-PA
OSR- DCMDs and CAOs
Target Completion Date- Ongoing, will be published annually.
Strategy- Publish Customer Satisfaction Year-End Report.
> Why we are doing this?
>> Provide a comprehensive customer support perspective.
> What is the Command Strategy?
>> Compile detailed customer support/satisfaction information.
>> Monitor satisfaction efforts.
> What is expected of the CAOs?
>> Follow up on specific customer input – as required.

DCMC

Customer Satisfaction Plan

V. Customer Satisfaction Performance Goals FY 2000

GOAL 1 – Deliver great customer service

Objective 1.2 -Team with our business partners to achieve customer satisfaction

Performance Goal 1.2.1 –Achieve and sustain a composite rating for customer satisfaction of 5 or greater for 90% of the customers surveyed.

Measure customer satisfaction by each District conducting a minimum of 20 surveys per month. Surveys will consist of five questions each with peal back questions. Questions will relate to DCMC's "Rights": Item, Time, Advice, Price and a question to measure Overall Support. A Likert Scale of 1--6 will be used as follows:

> 1= very dissatisfied
> 2= dissatisfied
> 3= somewhat dissatisfied
> 4= somewhat satisfied
> 5= satisfied
> 6= very satisfied

Districts have the latitude to survey a broad cross-section of their customer base to include all ACAT 1 PM/PCOs and Commodity Managers/PCOs.

Performance Goal Indicator – Metrics Guidebook/Computation Reference: New Metric- Total number of overall satisfaction responses rated 5 or 6 divided by the total number of responses equals the satisfaction index percentage.   In addition, Districts will calculate and report the satisfaction index for each question.

Baseline Performance Level- N/A
PowerPlay Cube Name/Other Source of Data- Until AMS is fully implemented data will be maintained manually at Districts and DCMC HQs.
PLAS Code(s)- 004
One Book Chapter- 5.1.1
OPR- DCMC-PA
OSR- DCMDs and CAOs
Target Completion Date- N/A. This is a continuous performance goal.
Strategy- Districts will utilize standard questions. This performance goal will be linked to the Customer Satisfaction Plan. Data will be compiled and an Annual Customer Profile Report will be published.

Why are we doing this?

    Achieve and sustain 90% customer satisfaction level.

    Identify areas for policy and process improvement.

What is the Command strategy for doing it?

    Each District will conduct a minimum of 20 customer surveys each month.

What is expected of the CAOs?

    Conduct follow-ups and corrective action when required.

Performance Goal 1.2.2 – CAOs will ensure Postcard Trailers are attached to the "seven" products/services IAW the DCMC One Book.

Performance Goal Indicator – Metrics Guidebook/Computation Reference: new metric- total number of overall satisfaction responses rated 5 or 6 divided by the total number of responses equals the satisfaction index percentage. In addition, Districts will calculate and report the satisfaction index for each question.

Baseline Performance Level- N/A
PowerPlay Cube Name/Other Source of Data- Postcard Trailers will be entered into AMS by CAOs and printed out via Impromptu. All Postcard Trailer data will be maintained in the AMS .
PLAS Code(s)- 004
One Book Chapter- 5.1.1
OPR- DCMC-PA
OSR- DCMDs/CAOs
Target Completion Date- N/A. Goal is ongoing.
Strategy- CAOs will enter Postcard Trailer information into AMS. This will provide command wide access to the number of Postcard Trailers sent vs. received. Districts will enter customer feedback into AMS. CAOs will monitor and conduct follow-up action as required. This performance goal will be briefed when directed by the commander DCMC at Monthly Management Reviews (MMRs). Postcard Trailer data will continue to be collected and stored in AMS.

Why we are doing this?

    Obtain customer feedback at the transaction level.

What is the Command strategy?

    Provide customers with immediate issue resolution.

What is expected of the CAOs?

    Ensure customer satisfaction.

Performance Task: Continue periodic sampling of DCMC activities to determine compliance with established Service Standards.

    OPR: DCMC-PA
    OCR: DCMDs
    ORR-HQ MMR: DCMC-PA/DCMDs
    Task Code: M

Performance Improvement: 3.2, 7.1
PLAS Process/Program Codes: 004 (NM063)
One Book Process Units: Service Standards
Target Completion Date: N/A.   Performance task is ongoing.
Metrics Reference/Performance Indicator: 1.3.1

Strategy: HQs DCMC-PA will conduct 10 surveys per month Districts will survey a minimum of 10 CAOs per month resulting in a total of 30 surveys per month.
Planned Funding: N/A

Performance Goal 1.2.6 - Schedule, complete, and maintain DSIS Industrial Capability Analyses on 600 CAGES in FY 2000.

Performance Goal Indicator – Metrics Guidebook/Computation Reference: #1.2.5- Key milestones According to District schedules.
Baseline Performance Level - Baseline numbers are capability assessments completed and maintained as current for FY 2000. The baseline product level combined with the products associated with requested additional FY 2000 CAGE sites will form the basis to measure process improvements.
PowerPlay Cube Name/Other Source of Data - DCMC Decision Support Information System (DSIS)
PLAS Process Code(s) - 010   One Book Chapters – 1.1.2
OPR - DCMDE-NN
OSR - DCMDs and CAOs
Target Completion Date - September 30, 2000

Strategy: Monitor process performance, provide mentoring, guidance, and training for CAOs. Improve DSIS software and analytical tools, which include Snapshot for Sub-sector and Commodity groups and also Company Profiles. DCMC CAOs complete Assessments as requested in accordance with the Process Guidelines for DSIS Analytical Products and assure that all completed assessments are updated quarterly. This includes industrial, technology, financial assessments and Business Profiles for each CAGE. The following assessment requirements are projected at the District level: DCMDE - 300 CAGE sites, DCMDW - 240 CAGE sites, and DCMDI - 60 CAGE sites. DCMC CAOs complete all other quick turnaround assessments/analytical studies required by external customers. CAO IAS Managers (IASMs) should plan to attend the annual IAS Management Workshop. Workshop duration is 2.5 days. DSIS Web server software is available and will increase access and usability across DCMC. A PowerPlay cube for IAS data to support metric and unit cost requirements is also available.

Why we are doing this?
        Provide an accurate assessment for industrial base capability in support of
        customer demands.
What is the Command strategy?
        Monitor performance, provide mentoring, guidance, and training for CAOs
What is expected of the CAOs?

Complete CAGE capability assessments and analytical product customer support according to the Process Guidelines for DSIS Analytical Products.
Assure all completed assessments are updated quarterly.

Task 1.4.4-Improve and institutionalize DCMC support to the acquisition of spare/repair parts which impact on readiness.

PLAS Process CODE 004, 191, 192
OPR: DCMC-PA
OCR: DCMDs/CAOs
ORR-HQ MMR: DCMC-PA/DCMDs
Task Code: I
One Book Process Units: Program Integration
Target Completion Date: December 31, 2002
Metrics Reference/Performance Indicator: To be determined in relation to "Right Reception"

Strategy: Business Case briefed to DCMC Board of Directors and Executive Council in June 1999. Recommendation approved to expand Program Integration for Readiness to approximately 45 Level A weapon systems as tracked by the Status of Resources and Training System (SORTS). Schedule for implementation follows:
FY 97-98:   2 in process
FY 99:   3 in process and 5 projected
FY 00:   10 projected
FY 01:   15 projected
FY 02:   10 projected